

Workforce Arizona Council
One-Stop Delivery System Policy

03-2013	One-Stop Delivery System
ISSUING AGENCY:	State Workforce Investment Board
SCOPE:	State Workforce Investment Board, State Administrative Entity, Arizona Commerce Authority, Local Workforce Boards, Local Workforce Administrative Entities, One-Stop Operators, and Workforce System Stakeholders
REFERENCES:	Title I of the WIA of 1998, as amended (29 U.S.C. 2801 et seq.); WIA Regulations, 20 CFR Part 652 et al, 29 CFR Part 95-97; Office of Management and Budget (OMB) cost principles codified in 2 CFR Part 220, Part 225 and Part 230
EFFECTIVE DATE:	October 1, 2013
OBJECTIVE:	This policy provides local boards and other workforce system partners with instruction and guidance on the Arizona one-stop seamless delivery system.
DEFINITIONS:	<p>The term seamless refers to a service delivery system that maintains individual agency identities and formal supervision lines of authority behind the scene, however, provides an integrated approach to serving job seeker and business customers through a focus on functions rather than agencies and funding streams.</p> <p>In Arizona, the State Workforce Investment Board is called the Workforce Arizona Council.</p> <p>In Arizona, the State Administrative Entity is the Arizona Department of Economic Security.</p>
BACKGROUND:	<p>Title I of the WIA assigns responsibilities at the local, state, and federal levels for the creation and maintenance of a one-stop delivery system. The one-stop delivery system is charged with enhancing the range and quality of workforce development services available to job seekers and businesses through a coordinated approach among partner agencies. The Governor of Arizona has assigned the role of state administrative entity to the Arizona Department of Economic Security. A state workforce board is appointed by the Governor according to WIA requirements. In Arizona the state board is the Workforce Arizona Council. The Workforce Arizona Council and the state administrative entity, Arizona Department of Economic Security, are responsible for guiding the establishment of a statewide seamless one-stop delivery system, called the Arizona workforce system. This system is a collaborative effort among education, business, public agencies, and community-based organizations to provide services to job seekers and employers in a seamless manner. Participating entities are called workforce system partners. Services are provided through a variety of</p>

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access points. Each local workforce development area is required to have at least one comprehensive one-stop center that includes, at a minimum, three partners: WIA adult and dislocated worker services, Wagner-Peyser labor exchange, and access to unemployment insurance services. Additional access points may include affiliate centers as well as satellites.

LOCAL BOARD RESPONSIBILITIES: The WIA requires a workforce development board be established and be certified by the governor to set policy for the local area. Herein is specific guidance related to the roles and responsibilities of local boards in regard to the workforce system. Please see Local Governance Policy 02-2013 for additional guidance on local board responsibility.

A. Service delivery. The workforce system must include at least one physical comprehensive one-stop in each designated local area. Local boards may choose to establish additional comprehensive and affiliate centers as determined appropriate and approved through the Arizona One-Stop Certification outlined in Policy 04-2013. Decisions regarding additional comprehensive One-Stop Centers must be made in collaboration with the local One-Stop Operator and Arizona Department of Economic Security, as the State Administrative Entity designated by the governor and in its Wagner Peyser role, to assist in the staffing of comprehensive One-Stop Centers.

1. **Comprehensive One-Stop Centers.** The comprehensive One-Stop Center must provide core services specified in Section 134(d)(2) of the WIA, and provide job seeker and employer access to partner services specified in Section 121(b)(1). Each comprehensive One-Stop must have on-site WIA adult and dislocated worker services, Wagner-Peyser labor exchange services, and access to unemployment insurance services via phone. WIA and Wagner-Peyser services must be present physically and available during posted work hours with access to information regarding unemployment insurance and partner services. Other participating mandated partners must be available on-site or through electronic means or formalized referral processes. Partners are encouraged to co-locate in One-Stop Centers either full-time or on an itinerant basis.
2. **Affiliate One-Stop Centers.** An affiliate One-Stop Center must, at a minimum, include the physical presence of WIA adult and dislocated worker services during the posted hours. In addition, an affiliate One-Stop Center may have additional partner services on-site through scheduled on-site presence, via technology, cross-training of staff, or referral.
3. **Satellite One-Stop Centers.** A satellite One-Stop Center must, at a minimum, provide technological access to service information and basic self-directed core services without significant staff involvement.

B. Operator. Local boards are responsible for the oversight of the local workforce system. This is accomplished in part through the designation of the operating entity. Local boards must designate an operator for their local area that will ensure oversight and seamless service delivery within each One-Stop Center. The operator must be designated through one of the following processes:

1. through a competitive process;
2. under agreement (either within the Memorandum of Understanding or other locally prepared Agreement) between the local board and a consortium of entities that includes at least three or more of the required one-stop partners as identified at 20 CFR 662.200;
3. in the event the local board determines it will utilize a consortium of entities as the one-stop operator, the state provides the following parameters:

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- a. must be a consortium of three specific one-stop partners: WIA adult and dislocated worker service provider and Wagner-Peyser, as the two required partners in a comprehensive One-Stop Center, and a third required partner chosen by the local board;
 - b. individual consortium partners will be designated by their participating partner agency, must work in the local area, and have supervisory authority over staff within the respective local area;
 - c. the members of the local operator consortium will select one of its partners to serve as the lead; the operator agreement detailed below must include a description of how the lead will be determined among the participating partner agencies that comprise the local operator, what the specific role of the lead will be, and how the lead will encourage consensus building among the operator team.
 - d. If a one-stop delivery system has been established in a local area prior to the date of enactment of this Act, the local board, the chief elected official, and the Governor involved may agree to certify an entity carrying out activities through the system as a one-stop operator for purposes of subsection (d), consistent with the requirements of subsection (b), of the memorandum of understanding, and of section 134(c).
- C. Operator agreement.** Local boards may enter into an agreement with the designated operator. The Local Workforce Plan as well as any such agreement must describe how the following will be accomplished and maintained:
1. organization and coordination by function for all partner staff physically located within an affiliate or comprehensive One-Stop Center;
 2. assurance that seamless service delivery is implemented and managed in all comprehensive One-Stop Centers to include details of the day-to-day site manager functional supervision.
 3. together with partners, the development of a customer flowchart that includes access to and services available for core, intensive and training activities;
 4. operational procedures and protocols that promote effective seamless service delivery for all partners;
 5. convene meetings to be held at least quarterly between the operator and other required partners to discuss services, customer flow, partner referrals, performance outcomes and other issues as appropriate;
 6. communication of workforce system policy, guidance and information to affiliate and comprehensive One-Stop Center staff and required partners;
 7. establish policies and procedures;
 8. assurance that success indicators established by the local board, State Workforce Investment Board and/or state administrative entity are met;
 9. acknowledge the prohibition against the local board directly delivering services to include a statement that the local board must ensure that the local board, its members, and its employees do not directly control or supervise the daily activities of its workforce service providers.
- D. Memorandum of understanding (MOU).** The purpose of the MOU is to improve the accessibility and quality of services made available to a shared customer pool. Local boards are responsible for the development, execution, and maintenance of a memorandum of understanding with all partners physically located in each of their comprehensive and affiliate One-Stop Centers and all required partners who may provide services through technological or referral basis. The State Administrative Entity accepts certain inherent responsibility as a state agency for state-owned facilities functioning as One-Stop Centers.
1. description of the services to be provided through the One-Stop Center delivery system;

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2. description of the functional organization, customer flow and service delivery;
3. methods for referral of individuals to workforce system partners;
4. duration of the MOU and the procedures for amending the MOU;
5. resource sharing agreement (RSA) section outlining how services and operating costs of the system will be funded; methodology for cost sharing; and invoicing and payment processes;
6. cost allocation plan outlining partner cost based on accepted methodology;
7. other provisions consistent with the requirements of the Workforce Investment Act and agreed to by the partners.
8. Local boards shall review the MOU not less than every two years. (Can be demonstrated by Local board agendas, meeting minutes, etc.)

PARTNER RESPONSIBILITIES: All WIA required or local board approved partners who wish to be physically co-located within a One-Stop Center must be willing to provide their services within the following parameters:

- A. make their core services available and seamless as directed by the operator or site manager;
- B. make available through a seamless process other activities and programs carried out under their program direction or authorizing law;
- C. ensure their staff is adequately trained on their respective program rules and regulations and capable of effectively delivering program services and activities within a seamless service delivery environment;
- D. enter into a MOU with the local board establishing shared success indicators, operating strategies and procedures, and customer flow for an effective seamless service delivery;
- E. participate in center functional unit cross-training of staff as determined necessary by the operator;
- F. ensure adequate staff coverage at all times by coordinating leave requests with the operator;
- G. maintain direct supervision over their respective staff and volunteers that support their program;
- H. ensure Arizona state personnel rules and regulations, collective bargaining agreements, and partner agency policy continues to govern all state merit staff in a One-Stop Center. Unless otherwise specified by the state, all state employee positions will be treated as nonexempt under the Fair Labor Standards Act.
- I. ensure that partner staff will be governed by their respective personnel laws and collective bargaining agreements in a One-Stop Center.

STATE VETERANS PROGRAMS. Veterans employment services staff, working in One-Stop Centers, will also be governed by the Memorandum of Understanding. The State Veterans Employment Representatives must oversee the delivery of veterans' programs and services under Title 38, the Special Grant Provisions, and as provided in the Wagner-Peyser funding proposal. State Veterans Employment Services staff must comply with One-Stop Center operational procedures, but veteran program requirements and staff responsibilities must continue as stated in Title 38 in accordance with the Grant Agreement (100% of their time assigned to the duties outlined in the grant or program).

STATE ADMINISTRATIVE ENTITY RESPONSIBILITIES: The state administrative entity, under the direction of the governor and in collaboration with the state workforce board, is responsible for establishing and overseeing the workforce system and service delivery. The state administrative entity responsibilities in regard to establishing and overseeing the statewide seamless service delivery system include but are not limited to the following:

- A. carry out policy requirements provided by the State Workforce Investment Board;
- B. develop statewide guidance and procedures;

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- C. establish and disseminate directives;
- D. ensure each local board develops and maintains a single umbrella or individual partner MOU(s) that includes a working resource sharing agreement(s) and cost allocation plan(s);
- E. negotiate statewide performance measures with the U.S. Department of Labor followed by negotiating with local boards for local area performance measures;
- F. assist the State Workforce Investment Board in the review and recommended approval of local workforce area business plans;
- G. assist the State Workforce Investment Board in the preparation of the Arizona workforce system plan for submission to the U.S. Department of Labor;
- H. assist the State Workforce Investment Board in the preparation of an annual report on the workforce system;
- I. prepare and initiate grant agreements and contracts with the local boards and others as required;
- J. monitor and evaluate the local workforce systems to ensure compliance with state administrative and operational policies and federal policies and directives;
- K. provide programmatic monitoring updates to the State Workforce Investment Board;
- L. provide or contract for technical assistance and training to ensure performance measures and outcomes are met, a seamless delivery system is operational, and opportunities for continuous improvement are identified;
- M. require corrective action or impose sanctions on a local board or other WIA sub-recipient for significant inability or failure to perform as required by the Arizona Department of Economic Security in its role as state administrative entity;
- N. evaluate the effectiveness of the statewide workforce system and partner services located in One-Stop Centers in partnership with State Workforce Investment Board, including a qualitative and quantitative program analysis of program goals, performance, success indicators, outcomes, cost efficiencies, seamless delivery, partner collaboration, and customer satisfaction; and
- O. report evaluation information to the State Workforce Investment Board; and
- P. compile and submit data and reports on partner program outcomes and performance as required by the state administrative entity and U.S. Department of Labor.

COMMON MANAGEMENT INFORMATION SYSTEM: The One-Stop Centers will utilize a common management information system approved jointly by the State Workforce Investment Board and the State Administrative Entity. Where a One-stop partner utilizes a proprietary management information system, shared information and data agreements will be utilized to support access to information between the partners as allowed by authorizing law and regulation.

OUTREACH AND BRANDING: The workforce system outreach and branding is a shared state workforce investment board and local workforce investment board responsibility. The approved State Workforce Investment Board branding will be used to ensure recognition of the statewide seamless workforce system. One-Stop Center signage including outreach materials and electronic medium will reflect the approved branding. Affiliate site signage must be approved by the State Workforce Investment Board to ensure the approved brand is used appropriately.

WORKFORCE SYSTEM COMMUNICATION PROTOCOL: To promote better coordination of the delivery of workforce services, all communication regarding workforce system policy, guidance and information will flow from the State Administrative Entity to the local boards with a copy to the Director for the State Workforce Investment Board, local workforce system administrative entities, operators, and site managers. The operators and site manager must inform affiliate and comprehensive One-Stop staff.

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Communications regarding partner program policy, guidance and information will be communicated from the program authority at the state level to appropriate One-Stop staff responsible for program administration ensuring the local administrative entity and the operator and site manager are simultaneously copied. Communication directly related to state personnel matters will be sent directly to individual staff from the state supervisor or official.